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# For the Greater Good: Developing a Visual and Performing Arts Center

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FOR THE GREATER GOOD:  
DEVELOPING A  
VISUAL AND PERFORMING ARTS CENTER

A Thesis  
Presented to the Faculty  
Of the  
College of Visual and Performing Arts  
In Partial Fulfillment  
Of the  
Requirements for the Degree  
Of  
Master of Arts  
In Arts Administration  
Winthrop University

December, 2009

By

William Floyd Childers

## ABSTRACT

The process, procedures and issues involved in the development of a visual and performing arts center were examined and explored by a group of graduate students enrolled in the Master of Arts in Arts Administration program at Winthrop University. Using their knowledge gained from their undergraduate studies, personal experiences, research and the graduate program itself, they produced a collective work entitled "Handbook of William's Farm." It is the "heart" of how collaboration can make a vision into reality. This handbook that made William's Farm a reality and the accompanying material can serve as a guide to anyone considering or involved in the creation of a visual and performing arts center. The final chapter contains reflections and recommendations from the director of William's Farm, the author of this paper.

*Keywords:* commitment, planning, vision, mission, action, dedication, collaboration, partnership, planning

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## CHAPTER 1

### DEVELOPING A VISUAL AND PERFORMING ARTS CENTER

#### Introduction

I was born in Virginia and grew up in rural communities in South Carolina, Florida and Louisiana. My maternal grandfather was a blacksmith, farmer and country storeowner. My paternal grandfather was a carpenter and farmer. My father was a diesel mechanic and farmer. My mother was a poet. My teachers encouraged me to draw and often accepted drawings rather than written reports. I worked as an illustrator for Westinghouse and the United States Air Force. I worked for the city of Rock Hill in the planning department as a draftsman/artist and painted murals in the community centers. Working freelance, I decorated restaurants from New York City to Miami, Florida for several national food chains. I produced paintings, sculptures and altarpieces for churches, including Duke University's main chapel.

After more than twenty years, working as an artist in several countries and many of our eastern states, I had a desire to give back to the arts and show appreciation for all the artists who have given freely of their time and talents throughout my life.

Wanting to do more, and thinking I was ready, I decided to develop a visual and performing arts center on the family farm near York, South Carolina, a center that could bring artists and the community together.

### *What is a Visual and Performing Arts Center?*

For the purpose of this thesis, I define a visual and performing arts center as an organization that provides multidisciplinary arts events generally for all ages, offering performances, exhibitions and educational programs to a diverse local, national and/or international community, as defined by its mission and vision statement. Its services may include, although would not necessarily be limited to, providing the community an opportunity to experience visual arts, the arts that are perceived by sight, for example images, drawings, paintings sculpture and also the performing arts, including the forms of art that involve theatrical performance, especially drama, dance and music.

### *Art is For the Greater Good*

Benjamin Disraeli (1851) said, "The greatest good you can do for another is not just to share your riches, but to reveal to him his own."

Art is for the greater good when the arts are used for the purpose of bringing happiness, pleasure, joy and a sense of fulfillment to the greatest number of people who view or participate in art activities. And to the artists come the immense satisfaction of having given their best for the greater good of mankind.

During the National Arts Convention (1988), Governor Thomas H. Kean of New Jersey expressed it well when he said, "Art is indeed an absolute necessity, an essential part of life. . . . My point is very simple . . . if food and

shelter gives us life, art gives us something to live for.”

This is where a visual and performing arts center can provide people with an opportunity to learn and to develop their talents, their self-esteem, pride, and to achieve fulfillment for their efforts. An arts center offers an environment with opportunities for artists to exhibit and perform, and programs for its patrons that can help them realize that they too can experience the excitement of learning to work with the same materials great artists use.

### *Look Before You Leap*

Knowing I was ready to start a visual and performing arts center at the family farm in 1983, I jumped in with art and music festivals along with a small restaurant on the property. I added an outdoor covered stage and patio to the restaurant for music and other presentations.

Had I been reading and listening, and not thinking I already knew everything, I could have gained a greater understanding of what could have produced better results. But I closed my eyes and ears, not wanting to see and certainly not wanting to hear suggestions about analyzing the direction things were going or about such mundane things as creating a budget, planning, funding, and possibly even making a profit. Above all, I encourage you to look, listen, think and plan--before you leap!

### *Preliminary Developments*

There are a number of elements that must be considered in the course of developing a visual and performing arts center. Here in Chapter 1, the focus is on many of the basic elements and issues individually, with a consideration of the importance of planning, the question of a nonprofit or for-profit organization, and the issues of location, furniture and fixtures, record keeping, liability, advertising, and volunteers. Chapter 2 will then examine the inspiration for and the history of William's Farm, as well as its staff which turned a vision into reality. Finally, Chapter 3 will reflect on what was learned from this project and what might be done differently if it were to be done over. This thesis is based on my own experiences, research, and the hard work of my fellow students in the Master of Arts in Arts Administration program at Winthrop University.

### Planning

Planning is the first and most important element to consider in the creation of a visual and performing arts center. A clearly defined and detailed plan is essential for the success of any program, and planning must be an ongoing process (Raber & Stoesz, 1994).

The initial planning process should define the center's purpose, goals, types of programs and the target group to be served (Raber & Stoesz, 1994).

As you move forward, the following questions should be added to the planning process: By what name will the organization be known? Where will

the organization be located? Will it be handicapped accessible? What staff will it take to make the center function? Where will the staff come from (See "Volunteers")? How much will it cost to operate the center? How will the center and its programming be funded (Henley & Hodiak, 2000)?

Planning, real planning, was William's Farm's greatest weakness and the major obstacle to progress. But the planning process established by William's Farm's first staff and the planning sessions that followed put the heart in "the center" and brought it to life.

### The Nonprofit or For-profit Organization

According to J. Reed, counselor for the Small Business Development Center (SBDC) at Winthrop University (personal communication, December 9, 2002), one of the most important considerations when planning an organization is the question, for-profit or nonprofit? You may go to workshops and seminars at the SBDC where they will explain the difference and answer your questions. However, the SBDC only provides individual assistance to for-profit businesses which are managed/governed as a sole proprietor, partnership, limited liability corporation or s-corporation.

A for-profit organization (American Collegiate Dictionary, 1995) is established or designed to be a profitable, salable, marketable, viable, moneymaking, profitmaking business, operated with the primary objective of making a profit.

A nonprofit, not-for-profit organization (American Collegiate Dictionary, 1995) is established or designed to be a public, state or private charitable nonprofit-making organization that does not operate with the objective of making a profit but seeks to fulfill the objective or objectives for which the organization was conceived and established. Also, according to Reed (personal communication, December 9, 2002), a nonprofit organization generally operates under a 501(c)(3) and is governed by a board and officers as directed by their charter, constitution and by-laws.

The choice has long term effects: defining the organization's legal status, many liability issues, and tax-exempt status which affects fund-raising, to mention just a few. Nonprofit organizations have different requirements that must be met, such as proper record keeping, bonding requirements, reporting status and many regulations that do not apply to for-profit organizations (Lysakowski, 2005). Getting legal help from an attorney who specializes in for-profit and nonprofit organizations is essential. Some attorneys will offer their services *pro bono* to nonprofit organizations. Keep this in mind when considering whom to invite to serve on planning committees and on boards. Debra Heintz, Executive Director of the Rock Hill Arts Council, suggests (personal communication, November 18, 2001) looking into possible grants that will fund efforts to create a nonprofit center. There are also other nonprofit organizations that will help an organization achieve nonprofit status. Take advantage of Google and other internet resources when in pursuit of such



assistance. Also see the local libraries for a reading list and for additional sources of information.

According to Heintz (personal communication, December 1, 2001), it is possible to work in association with an established nonprofit organization and receive the benefits of being a nonprofit organization, prior to receiving your nonprofit status.

Why are most of the performing arts nonprofit? Nearly all nonprofit performing art groups depend upon donations for a substantial portion, commonly between one-third and one-half, of their income. An organization that is dependent upon donations must generally be organized as a nonprofit, thereby offering tax advantages to donors. This method of financing provides the preliminary explanation for the predominance of nonprofit organizations in the visual and performing arts. Both types of organizations seek to attract an audience for their programs. The difference between the two types of organizations, for-profit and nonprofit, lies simply in the way in which programs are funded. However, the difference has significant consequences. The nonprofit organization, through its access to voluntary price discrimination (the admission receipts do not necessarily reflect the cost of an activity, because tax-exempt donations offset lower admission receipts), is viable in segments of the visual and performing arts market where for-profit firms cannot survive (Hansmann, 1981).

## Location

It is necessary to find a building that will meet the needs of the center being planned. What modifications in the structure will be required? What will be the cost of these modifications? Is its location convenient to the people being served?

Making a check list that includes the following items will assist in finding a location and establishing a budget: What will be the response of the neighborhood and what impact will there be on traffic, parking, noise, lighting and compatibility with the nearby businesses and homes? What is the cost to rent or lease the property? And I would add, on the basis of my own experience, that if you own the property, be sure to include the fair market rental value of the property as an expense, since you will experience a loss of rental income.

## *Zoning*

Start with the city or county zoning department to see if the location is in compliance with the zoning ordinance. It is your responsibility to be in compliance with all regulating agencies and failure to do so can result in costly fines and/or having to relocate after spending money on a facility you cannot use. Also remember any improvements in a building become the property of the owner.

Check on the cost of permits. A building permit is required when

remodeling. Also, you may be required to bring the entire building up to code if you start remodeling. According to E. Greenway, York County SC Planning & Development Services, Building & Codes Division (personal communication, January 10, 2001), "you need to come to the zoning department and get written permission to make any improvements or modifications to any property in York County SC."

#### *Health Department*

In addition to being familiar with the regulations of the local health department, in South Carolina the Department of Health and Environmental Control (DHEC) also regulates the type of activity and the safety of the people involved. If food is served, there are a number of regulations to follow. If city water and sewage are not available, both a commercial water well and waste disposal certification are required. There are specific requirements regarding restroom and kitchen facilities and regular inspections to assure compliance. According to Mike Rainey, SC DHEC (personal communication, June 14, 2000), a visual and performing arts center like William's Farm must be in compliance with all regulations and receive proper permits and licenses prior to opening to the public.

### *Fire Department*

The local fire department also has regulations that must be followed. First, there are regulations regarding the maximum number of people that can safely occupy the building. There are requirements regarding fire extinguishers, how many and what kind, and where to locate them in the building. The fire department will check to see that there are enough exits with exit lights so no one could get trapped in the building. According to the York County Fire Marshall and Fire Inspector (personal communication, November 3, 2009), the fire department will also make random inspections to insure compliance.

### *Security*

Visit the police department when the center is located in a city or the sheriff's department if the location is in the county. Inquire about the neighborhood, tell them when and what activities will be taking place so they will not be surprised by a crowd or an event. In my personal experience it is good public relations and cost effective to hire off-duty officers to provide security for special or large events. During festivals I found the public to be more responsive to uniformed security and it takes fewer uniformed officers to provide security. York County's Sheriff, Bruce Bryant (personal communication, June 18, 2002), expressed appreciation for hiring his off-duty officers and for the excellent working relationship we had with his department.

### *Utilities*

Does the building have adequate electric power, and what is the cost to have it turned on? Will you need additional electric power for pottery kilns, outdoor lighting or other special needs? What will it cost to make upgrades? Utilities will be a large part of your budget. Check with the power company to see what the average electric bills have been for the previous tenant. If the air conditioning and heat is not electric, is it natural gas? If so, check with the gas company for past usage when making a budget. Do not forget about expenses for water, sewer and trash collection.

### *Licenses and Permits*

Make sure to be in compliance with all federal, state, county and city requirements for licenses, permits and taxes. If there is ever an admission charge to an event, you are required to have a state admissions tax license. You will need a Federal Tax ID Number and you will need to become familiar with the reporting requirements. According to SC Alcohol Beverage Control agent J. C. Gardner (personal communication, July 18, 1986), if alcohol is involved it is important to be in compliance with all regulations of the Alcohol Beverage Control Board. William's Farm acquired an ABC license at that time. In my experience, serving and/or selling alcohol requires close supervision in order to avoid legal violations and increased liability exposure.

## Furniture, Fixtures, Equipment and Supplies

### *Furniture and Fixtures*

Each organization's requirements depend on its mission, method of operation, and number of staff. It is necessary to determine what furniture and/or fixtures, office chairs, file cabinets and storage units will be required and to calculate the expected cost. In my experience, considerable expense can be saved by shopping with office supply and decorating firms, which often have excellent used furniture for a fraction of the original cost. Some firms may donate items for the tax write-off if you are a nonprofit organization, and the savings can then be used to improve programs.

### *Equipment*

Determine what other equipment will be essential for the programs being offered or considered, such as easels, tables, chairs, kilns, wheels and miscellaneous small items. Do not forget refrigerators and microwaves. For an outdoor area, there will be other items needed to conduct programs and activities outdoors such as porta-potties, lawnmowers, rakes, and trash collection containers, to mention only a few items. The above list is not complete and is only to be used as a guide.

### *Telephone and Computer*

A telephone and a computer with high-speed Internet connection and a combination printer/copier/fax unit is essential. A website facilitates communication with the public being served, informing them about programs being offered and providing an opportunity for on-line registration. A web page can also help in the solicitation of artists and recruitment of volunteers.

### *Camera*

A digital camera is an essential piece of equipment to be used for keeping records of events, for posting pictures on the webpage, for E-mail and other Internet communications, and for advertising.

### *Supplies*

It is necessary to keep sufficient supplies on hand, including office supplies, toilet paper, hand towels, cleaning supplies, paper products such as cups, plates, napkins, and art supplies needed for programs. Do not forget a first aid kit.

### *Record Keeping*

Record keeping is essential and its importance cannot be overstated. First of all, it is necessary to keep careful track of both receipts and expenses.

When planning, keep notes on everything: Suggestions from various sources, ideas developed in brainstorming sessions, information gained when visiting other organizations or events, and things learned from the newspapers, internet, and other sources. It is important to keep good minutes of all formal meetings such as, but not limited to, meetings with staff, boards, volunteers, and any meeting open to the public. Have someone take notes of meetings, making sure to include a complete record of what was agreed upon or rejected. Who, what, why and the conclusion should all be recorded in as much detail as possible and then reviewed and/or accepted at the next meeting (Raber & Stoesz, 1994). There will be many records to keep as the organization grows. In my experience, all business conducted in the name of the organization must be recorded and kept in a safe place and archived for future use. The organization is responsible for keeping and archiving its own records. Do not take this task lightly; document every incident, transaction, contracts with vendors, artists, volunteers, contractors, subcontractors, disclaimers, signage, complaints, gifts, contributions, etc. Many documents such as deeds, liens, contracts, assignments, releases, and notices as advised by legal council should to be recorded at the County court house with the Clerk of Court, thereby giving public notice of action taken. In the case of William's Farm, the York County office of Records and Deeds is the only agency required to archive records. There are statutes of limitations regarding many liability issues, but an organization can be sued many years after an event took place



or issue arose. Sometimes there is no one who can remember or no one who was there at the time and the records are the only defense. Companies and people involved no longer exist. Attorneys who may have resolved an issue and executed a signed release will/may not remember the incident or document for which you paid. According to my attorney J. Harding (personal communication, January 18, 2008), regarding documents created in 1988, there is a two-year statute of limitations protecting attorneys from prosecution. In simple terms, two years after an attorney provides you with his or her services, he or she no longer has any responsibility or liability for what he or she did or did not do, even if an error was made.

#### *Data*

It is important to have a database of available resources, including art and service organizations, universities, schools, churches, businesses, museums and historic sites that have established and scheduled activities, such as exhibitions, concerts, plays, festivals and sports events. Make a detailed list including contact names, their programs, the schedule of their programs and who takes part in them. Know what is going on in the area, visit as many arts centers and events as possible, and develop a calendar of events.

One of the volunteer staff was instrumental in developing a database for William's Farm and incorporating it into the planning process. First, it

helped avoid planning an event that would conflict with other activities in the area. Second, by being aware of what was going on, we could see possibilities of collaborating with an activity, thereby enhancing and complementing a program that is well-established.

Many of the surrounding towns undoubtedly have festivals, local arts organizations, community theaters, garden clubs, music groups, local galleries, school music and theatrical performances, and art shows, home school activities and other organizations and events. Become aware of the events in the area and support as many as possible.

### Liability, Risk and Protection

#### *Legal Liability*

Legal liability arises when a person or his agent fails to do what a normal and prudent person should and would do, or if a person is alleged to have done or not done what a normal and prudent person should and would do. Phil Murdock, attorney at law, explained (personal communication, April 17, 2005) that all allegations require the same expensive defense.

#### *Avoidance of Liability Risks*

Some risk of litigation risk may be avoided. Organizations should identify areas in which they may be or may become vulnerable to litigation or potential

legal liability. Then the organization must make sure that appropriate procedures and reporting mechanisms are put in place to avoid or minimize such risks (American Bar Association, 2005). The organization should use outside advisers to determine the type of insurance needed and the ways to practice effective risk avoidance. At William's Farm, some of the risk avoidance included posting signs informing the public of unsafe, restricted areas, or restricting activity such as no firearms, alcohol, drugs, swimming in the pond, or making a campfire in the woods. Efforts were also made to provide adequate lighting and hand rails where needed. The use of equipment presents a serious potential liability, as does the failure to properly maintain the equipment. It is essential to give adequate instructions.

There are many legal statements, disclaimers, permission forms, contracts, advertisements, E-mails and website material that the office staff and legal help must put in place, along with designing, building and planning everything with safety in mind. It must be stressed with everyone involved in and associated with the organization that the safety and well-being of people is paramount. This will require constant attention and vigilance and must be everyone's number one responsibility.

### *The Litigation Environment*

Litigation differs from other aspects of the legal landscape in its potential expense, the necessity of the use of legal counsel, and its unpredictable

outcome (Association, 2005). From personal experience at William's Farm and five years experience as an independent insurance agent, I must stress the need to make every effort to avoid litigation. Do not attempt to settle or negotiate a settlement without notifying and receiving written authorization from the insurance company; you could void your coverage and be liable for additional litigation.

### *The Contractual Agreement*

All written contracts must be carefully drawn up by a knowledgeable person who is covered by insurance in the event of errors and omissions, preferably an attorney. Keep a copy of all written correspondence and copies of all forms and E-mails. Anything verbal, face-to-face or by phone, should always be followed up with an E-mail or letter referencing and documenting the conversation. Again, keep a copy of this correspondence for backup. Keep careful records of contacts with insurance carriers. Make and keep paper documentation of what type of insurance coverage you request, the insurer's agreement to provide coverage and the method of payment. Make it a policy that all contracts are written contracts. According to Judge C. Alford, York County Court of Common Pleas (personal communication, October 10, 2006), if something is not included in the written contract, it is not in the contract. All contracts must be in writing; no "he said, she said" situations should be allowed to develop.

For example, on one occasion a William's Farm representative called the insurance agency and requested a special event policy with high limits and special coverage regarding vendors. The coverage and the premium were agreed upon via E-mail and a check was mailed to the agency. Some time after the event, it was discovered that the policy had never been issued. However the E-mail and check constituted a contractual binder had there been an incident.

### *Insurance*

When considering what type of insurance is needed, how much coverage is needed and the cost of the coverage, bids from more than one company should be analyzed by an attorney or someone else with expertise in the area of insurance.

Many artists, vendors and organizations have their own insurance. If this is the case, require from them a certificate of insurance naming your organization as an additional insured when they participate in your events and/or activities. Their insurance will only cover their exposure from what they do or fail to do, unless you are listed as an additional insured, and may or may not provide for the cost of your defense. There will be exclusions in policies provided to you from other organizations, vendors, and artists for many things according to how their policies are written. Or their policy may not be in force at the time of your event, for a number of reasons. Therefore, it is imperative to

have an umbrella policy to cover your organization for any deficiencies or exclusions in the policies provided to you. The umbrella policy will provide coverage when an individual or an organization creates an unexpected liability.

One important fact about insurance policies is that the policyholder should not stop with reading the front coverage page that explains in large print what coverage the company is providing or can provide. Be sure to read the small print, especially the exclusions. It is not an exaggeration to say that the cover page gives the coverage and the exclusions take it away. R. Myers of Myers Insurance Agency, Rock Hill, SC (personal communication, June 1, 2005) cautions policy holders: "Make sure you read your policy, especially the exclusions."

William's Farm has several exposures that are covered by specific additional policies or riders to the normal liability policies. In addition to the airport exposure, we have a lake which presents an additional exposure. We have separate medical policies covering instructors, students and volunteers should they be injured during an activity. There is also special events coverage for festivals creating additional exposures normally excluded under standard policies, such as motorized vehicles, fly-ins where the public is invited to arrive in their private airplanes and serving food and/or alcoholic beverages. William's Farm also has an umbrella policy to provide high limits coverage for anything excluded or left out of standard policies.

## Advertising

Advertising can be a large part of the budget, but there are many ways to save money by using newspapers and local publications that offer free advertising. Often newspapers will do articles that reach a large audience prior to events. When participating in other festivals and activities, joint advertising campaigns may be possible.

According to V. Cook, director of the Rock Hill-York County Arts Council (personal communication, January 14, 2006), pamphlets, handouts, posters and E-vites are excellent ways to promote your organization's activities and are less expensive than the United States Postal Service.

## Volunteers

It is never too early to involve volunteers in the development of an arts organization and to address their importance. Volunteers should be utilized from the onset by any organization desiring to serve the needs of a community. Volunteers can play a useful role in the early planning, in helping to assess the needs of the community and in assisting in making decisions on how those needs can best be met.

There are no positions in an organization that cannot be filled by qualified volunteers. No other part of an organizational structure deserves more consideration and attention to detail than designing and implementing a volunteer program. Truly the volunteer program is one of the foundation

blocks on which a strong organization is built. And from personal knowledge and observation, it is clear that the life of any arts center depends on its staff. In the case of nonprofit and some for-profit arts centers, their staff by necessity may be largely volunteers.

Volunteers can make valuable contributions to your organization in a number of areas. They should never be undervalued, underused or under-appreciated. But at the same time, be prepared for and tolerant (always be tolerant and forgiving) of those who do not understand the instructions or do not perform in the manner desired or in the desired location. And of course there are always those who do not show and do not call. The volunteer coordinator (usually a volunteer) should be trained to be positive and to be specific about what volunteers are to do. Train and show them what needs to be done and where it needs to be done. But the most important thing, according to Ballard, Blanchard, Lacinak, and Tompkins (2002), is to praise them immediately and encourage them to keep up the good work. For organizations whose purpose is to serve the needs of the community, community involvement should be at the top of the list. With today's aging population, early retirement and increased leisure time, the supply of quality older volunteers should not be overlooked.

Do not ignore the need people have to be involved and their desire to volunteer. Volunteers are very often an organization's largest work force, but care must be taken to avoid legal problems, such as liability exposure,



responsibility for paying federal and state taxes, and consideration of their status as employees with all that is due employees. The South Carolina Department of Revenue in Columbia, SC suggests (personal communication, March 1, 2006) the laws controlling volunteers and their relationship with an organization must be understood and followed. It is best to check with the state labor board, federal tax and state tax authorities and your attorney.

It is important to remember the words of President George H. W. Bush (Points of Light Foundation speech, December 13, 1990) : “No obstacle (to volunteer service) is more chilling than the fear of personal liability and the high cost of insurance to protect against liability.”

There are local, state and national organizations that bring volunteers and organizations together. The Points of Light Foundation & Volunteer Center National Network is at the top of my list and should be your first resource before you plan your volunteer program. They also offer training and support programs covering all aspects of building a strong united organization.

The Points of Light Foundation & Volunteer Center National Network has developed a set of characteristics of highly effective volunteer organizations. The four key action principles are:

1. Lay the Foundation Through Mission and Vision—volunteers and their contributions should be a core organizational value that is communicated with and shared by staff and volunteers.
2. Combine Inspiring Leadership with Effective Management—the

organization should have administrative structures and clear direction that enable it to encourage and facilitate high impact volunteer involvement.

3. Build Understanding and Collaboration—staff and volunteers should be viewed as valued contributors working together as partners in a team effort to accomplish the work of the organization.

4. Learn, Grow, and Change—the organization should be dynamically examining and improving its operations and continuously broadening its volunteer base to include all segments of the community. (Points of Light Foundation, 2007)

There are many details that need to be addressed when developing a visual and performing arts center, but they are important and essential details. Your attention to details will reap great benefits for your organization.

Next we will see how a small group of graduate students utilized this information along with personal experience, knowledge gained from the arts administration program and applied it to this project, developing a visual and performing arts center.

## CHAPTER 2

## GETTING WILLIAM'S FARM UP AND RUNNING

## Inspiration

Nelson Mandela's words challenge us here at William's Farm to instill in those who come here wondering who they are to leave with the knowledge that they are all of the things Dr. Mandela speaks of and more.

Our deepest fear is not that we are inadequate. Our deepest fear is that we are powerful beyond measure. It is our light, not our darkness, that most frightens us. We ask ourselves who am I to be bright, brilliant, gorgeous, talented and fabulous?

Actually, who are you not to be?

(Michelli & Yokoyama, 2004, p. 6)

The concept for William's Farm first began years ago when I saw a report about the Wolf Trap Foundation for the Performing Arts in its infancy. Wolf Trap's founders turned an old barn into a center for young people to use for their musical development, forming an orchestra during a summer program. Over the years, Wolf Trap has grown into a mega center for the arts. The Wolf Trap Foundation for the Performing Arts is a 501(c)(3) nonprofit organization. There is no way to do the organization justice in the limited space of this thesis. One may visit the Wolf Trap's website at [www.wolftrap.org](http://www.wolftrap.org). One of their many programs, the Children's Theater-in-the-Woods, is

of special interest to me. Why? If we do not introduce our children to the arts, what will they be introduced to? (Wolf Trap's Children's Theater-in-the-Woods)

William's Farm was conceived as a place where families could visit and find common activities to share and also find activities and programs that each member may enjoy individually. I found this inspirational quotation from William Butler Yeats located on the hallway wall of the Withers building at Winthrop University: "No lasting achievement is possible without vision, and no dream can become real without action and responsibility." I believe William Butler Yeats reveals the keys to success, a vision, a dream, action and responsibility. (Yeats, William Butler)

#### History of William's Farm

The farm is located on the north side of state highway 49, six miles north of York, South Carolina, eight miles from Clover, South Carolina, ten miles from Rock Hill, South Carolina, fourteen miles from Fort Mill, South Carolina, eighteen miles from Gastonia, North Carolina, twenty-one miles from Charlotte, North Carolina and fifteen miles from the Kings Mountain battle grounds. Highway 49 was one of the early highways running north through North Carolina and Virginia and south through York, South Carolina, Columbia, SC, Atlanta, Georgia and south into Florida.

William's Farm started in the early nineteen eighties with musical events

on weekends and larger festivals once a month, with bands, small groups and individual performers from North and South Carolina. The direction changed in the late eighties and activity stopped for some time due to family changes and personal obligations. The farm was then used less frequently and mostly for small groups such as church picnics, Easter egg hunts, parties, camping, scouting activities, and individuals taking nature walks, bird watching, and photographing wildlife.

The direction changed slowly during the nineties with an increasing effort to involve local artists, schools, colleges and churches. William's Farm began exploring ways that it might serve the community by providing a place where artists and the community could come together and share new experiences. William's Farm in its present form started to take shape in 2001, when a small group of local artists and friends gathered, all of them shared the desire to bring artists and community together for the benefit of both. There was brainstorming, talk about artists and people in general and what the two groups had in common. Lists were made of the many ideas and possibilities, including some far-out if not impossible artistic dreaming. Being excited about the potential that all envisioned regarding William's Farm, the group decided unanimously to venture forward, failing to realize that developing a visual and performing arts center (or any organization, for that matter) was a complex undertaking. The group approached William's Farm with less planning than many gave to smaller art projects and far less planning than the task required.

There were successes, but fewer than had been hoped for and anticipated. No one wanted to admit that the task was more than this small group could accomplish. The problem thus far with William's Farm was that there was lots of excitement and little or no serious planning.

### The Staff, the Heart of William's Farm

Then came the Masters of Art in Art Administration (MAAA) program at Winthrop University. The students were a remarkably talented group of people. Eight fellow students from the MAAA program and I formed a group that became the first staff of William's Farm. With this volunteer staff and our team efforts, one could see for the first time the true potential and beauty of what William's Farm could be. To these and many more, William's Farm owes much, for without the help of these people, the center could not have experienced success.

Working together in 2003, with regular planning and work sessions, the team clearly defined the vision and mission of William's Farm. A marketing plan was developed, programs were planned, including art festivals, gallery exhibitions, art classes with visiting artists and sculpture classes from Winthrop University. "Artists Meet Artists" nights were held, drawing artists from North and South Carolina. Collaborations were established with the city of Rock Hill, the South Carolina Arts Council, local arts councils, and other organizations in North and South Carolina.

Contracts were drawn up and signed, and forms were developed as needed: artists' applications, disclaimers, waivers, parking permits, flyers, posters, advertising material, signs, trail markers and more (examples of some of these can be found in the appendices).

The website linked the activities at William's Farm to the community, telling and showing them what the center was all about. The website gave us many connections with artists, supporters, and volunteers, and linked us with other organizations.

In 2003, William's Farm also contracted with the producers and provided space for the filming of an independent martial arts film entitled "The Dragon Must Sleep." Fifty Winthrop University students took part in the film.

The staff of William's Farm applied for and received a grant from the Rock Hill Arts Council to fund a pottery class in the Farm's summer residency program. The artist also represented William's Farm in the Rock Hill, SC Jubilee Festival and the Come See Me! Festival. The center produced successful programs with art gallery shows, performances by music groups and a sculpture trail, with works by Winthrop University students. William's Farm hosted Winthrop University sculpture classes, sponsored a variety of activities, including gallery shows involving local artists, festivals, and provided a venue for other groups.

### Handbook of William's Farm

The handbook (see appendices) was put together by the staff of volunteer arts administration graduate students. The staff, with the input of many contributing co-authors, has left their imprint on William's Farm and many of its important policies, programs and people. The staff used many of the lessons learned in the MAAA program and with the input of the co-authors, both fellow students and faculty of the MAAA program, they incorporated many of the topics previously covered in this thesis. This handbook serves William's Farm in many ways, and the handbook's ability to inform people and create interest is invaluable. Whenever soliciting collaboration, cooperative support, talking to banks, insurance companies or soliciting funds and materials, the handbook is a vital part of any presentation. A condensed version is used as a handout to visitors and when speaking to groups or individual artists interested in the activities and opportunities that William's Farm offers.

The appendices contain an excerpt from the original handbook produced by the William's Farm staff. It contains some information mentioned in the main body of this thesis, and serves as an example of the importance of these items in planning and presenting your performing arts center. Some of the items excluded that should be included in your presentation are staff recognition, acknowledgements, directions (including maps), and contact information.



### CHAPTER 3

## REFLECTIONS AND RECOMMENDATIONS

### No One Can Do It Alone

With team effort, William's Farm blossomed. We were host to our classmates near the end of our academic work and celebrated the experience and a successful project. The team did everything that we planned and did it superbly. Then by necessity we returned to the demands of our individual lives creating a void that I miss, but William's Farm is once again my open canvas waiting to be painted another color. William's Farm continues to be a work in progress.

William's Farm, since its inception in the early 1980s, has always operated within its own separate and possibly peculiar parameters. Technically William's Farm is classified as a for-profit, sole proprietorship. Early in Chapter 1 we read that a for-profit organization (American Collegiate Dictionary, 1995) is established or designed to be a profitable, salable, marketable, viable, moneymaking, profitmaking business, operated with the primary objective of making a profit. That did not define William's Farm then or now, including the time when I and my fellow students from Winthrop University used the facility in the class project, working to develop a visual and performing arts center.

The class project was privately funded, which relieved the team from having to deal with issues involving for-profit and nonprofit corporations, except

in discussions. If I had it to do over, I would suggest the team along with a qualified attorney or professional complete the requirements for incorporation, and apply for a nonprofit 501(c)(3), like the real world.

Making a profit has never been a priority at William' Farm, there are too many children and others, for that matter, who cannot afford to participate in art-related activities. With this in mind, the question that I wanted this project to answer was: What is the best use of the resources for the place we call William's Farm, and how can they be used for the greater good of the greatest number of children in particular, their families and people in general?

Reflecting on the activity generated by the team made up of my fellow students and the number of people who benefited from the successful programs and what I have learned from this experience, I have the answer to my question. The answer is now obvious: William's Farm should become a nonprofit 501(c)(3). This would strengthen the vision and mission statements by assuring that the resources are used for the greater good of the greatest number of people.

### In the Real World

In the real world, in addition to the material already covered in this thesis, there are other issues that need to be addressed. The thesis does not contain any discussion of long-range plans. There has been no consideration of any replacement of staff, including the director. There has also been no

consideration of plans for raising money for programs and, indeed, no consideration of planning for future programming. In the real world organizations frequently plan years in advance. This requires commitment and dedication to your organization and, yes, a lot of work. In addition, as previously noted, it is important to realize that each organization will have its own unique issues to consider that may not be covered in this thesis.

### Building a Visual and Performing Arts Center?

Building a Visual and Performing Arts Center? If so, there is much to be gained from the words of Antoine De Sainte-Exupery (Michelli, & Yokoyama, 2004, p. 4): "If you want to build a ship, don't drum up the men to gather up the wood and give orders. Instead, teach them to yearn for the vast and endless sea."

My intention and my hope is that the experience of William's Farm will be helpful and serve as a guide to others considering becoming or already involved in the creation of a visual and performing arts center. Remember: No one can do it alone, but by involving qualified people in your community, building strong partnerships and making careful preparations you will increase your chances of success as you work for the greater good of your community and teach them to yearn for the vast and endless sea of arts and artists.

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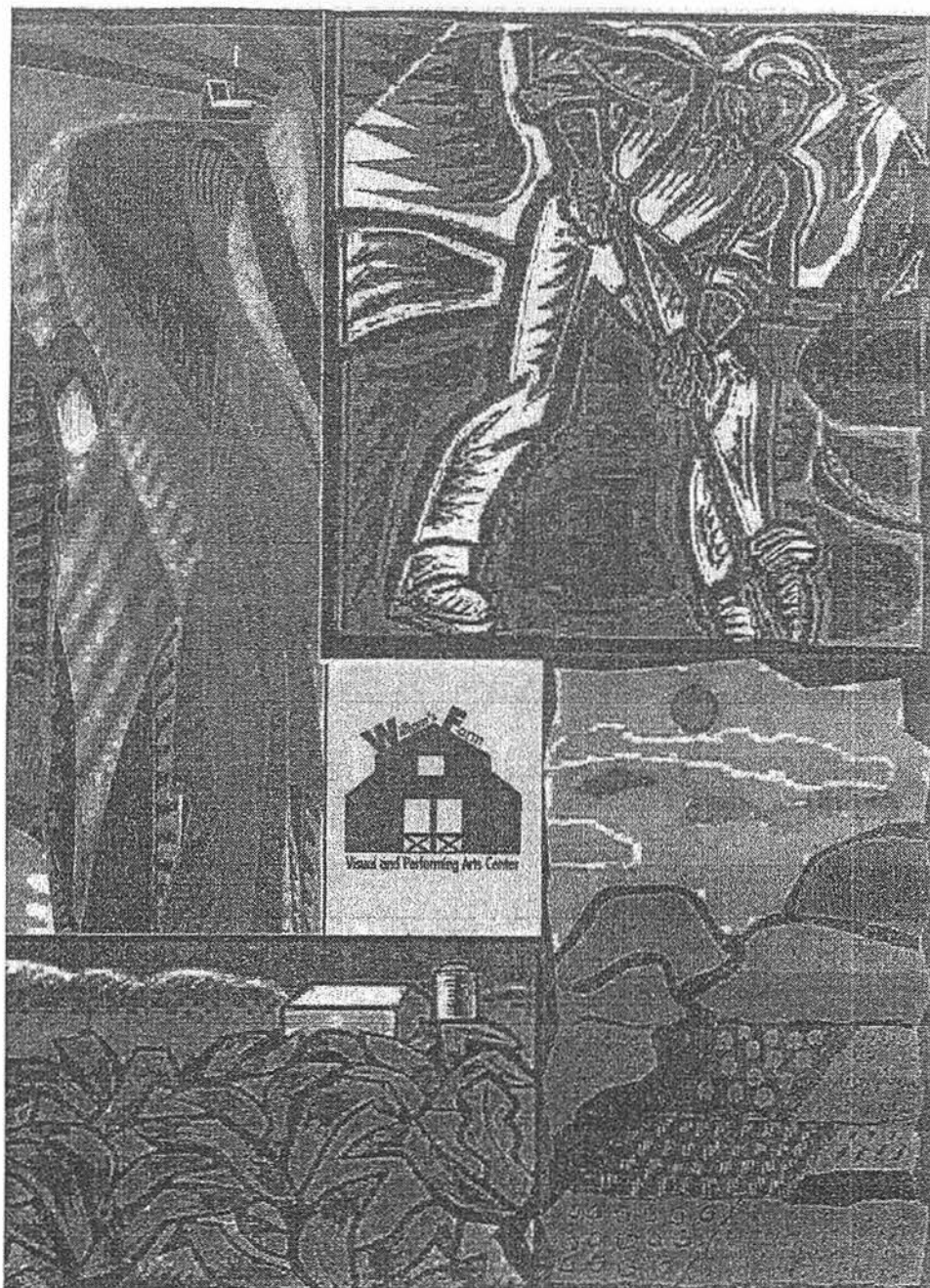
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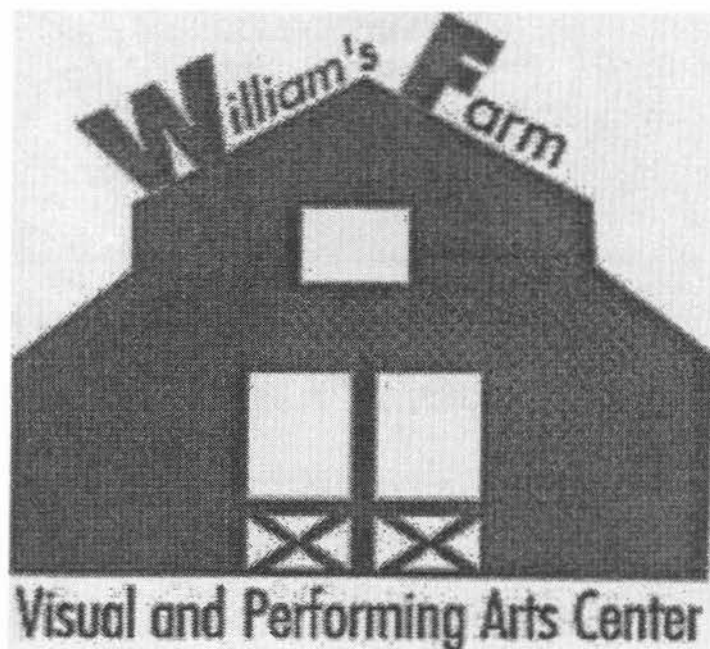
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## APPENDIX A: Handbook of William's Farm







WILLIAM'S FARM  
Visual and Performing Arts Center

7552 Charlotte Highway (SC49)

York, South Carolina 29745

Phone:    Email

William Childers, Executive Director



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## MISSION

The mission of William's Farm is to offer a learning environment that can meet many of the community's needs to experience the arts first-hand through active participation or observation. New spaces and facilities to enhance the number and kinds of arts offerings in the region will enrich the community.

## VISION

We envision William's Farm as providing a fertile environment where the seeds of artistic inspiration can be planted, producing a rich and bountiful harvest to be enjoyed by broad and diverse local and visiting audiences.

## STAFF

William Childers.....Executive Director  
Amanda Cain.....Webmaster  
Karen Frazier.....Exhibiting Artist/Consultant  
Jamilyn Larsen.....Administrative Director  
Dan McMahon.....Gallery Director/Instructor  
Fawn Mulvaney.....Program & Teaching Coordinator  
LaRuchala Murphy.....Graphic Designer  
Kathy Olafson-Smith.....,Consultant  
Cindy Wendling.....Volunteer Coordinator

## BRIEF HISTORY of WILLIAM'S FARM

William's Farm started in the early eighties with musical events on weekends and larger festivals once a month utilizing bands, individuals and small groups from North and South Carolina. The direction changed in the late eighties and activity stopped for some time due to family changes and personal obligations. The farm was then used less frequently and mostly by small groups such as church Easter egg hunts, parties, camping, scouting and individuals. The direction has changed slowly with an effort to involve local artists, schools, colleges and churches. We have been exploring ways that W F might serve the community and a larger area by providing a place where artists and community connect and share new experiences.

With the help of many people, William's Farm has made progress in several directions. Spring festivals with a connection to the Rock Hill Come-See-Me Festivals, a sculpture trail with works from Winthrop University, and projects involving local schools, churches, home-schooled students, and small groups.

## MARKETING PLAN

### Executive Summary

William's Farm is an artists' community located in York County, South Carolina. With its vast acreage, it has the potential to become a notable outdoor visual and performing arts center. William's Farm offers the artist a chance to dedicate himself to his own work while at the same time showcasing his talents to the public and educating art students in the area. Over the coming years, a developing program and a wide-ranging group of students will be matched to visiting and residential artists working in a variety of different media in day-long and week-long workshops. In this way, William's Farm will provide an environment for artistic growth. Concurrent with the visual arts, a lively performing arts schedule will be a catalyst for wider public involvement in the arts. The project will unfold in phases, beginning with core student groups and visiting artists. Phase 1, which will last two to three years, will be comprised of small groups of students and individual visiting artists for summer programs and three public multi-media events per year to attract a diverse public. During phase 2,

which will last for an additional three to five years, the infrastructure of the Farm will be completed and the frequency of programs will be increased. Outdoor areas will be open to the public on a regular basis to maximize public involvement with the visiting artists, sculpture and the landscape. Phase 3, which will be implemented at the 5-year mark, will feature a fully realized governing board, a complete programming schedule, and the Farm will be financially self-sustaining. The following marketing plan will focus on strategies to unfold the first phase of this project.

#### Situation Analysis

William's Farm was a working farm from 1950 through 1989 when Hurricane Hugo swept through South Carolina. Since 1989, owner William Childers has established the farm as a federal airspace and functioning airport with 150 acres of forests, creeks and open countryside. The Farm's current assets include existing and developing buildings, one of which would act as a studio and residential center and offices, a large outdoor amphitheater, another small portable stage, walking trails, a sculpture garden, a 2-acre pond, picnic areas and unlimited parking with convenient access to the greater Charlotte-Mecklenburg area.

### Market Summary

The greater Charlotte-Mecklenburg region is booming. Many North Carolinians are moving just over the North Carolina-South Carolina border and are taking up residence in South Carolina. York County is rapidly urbanizing and its arts programming cannot meet its growth. There is a need for more after-school arts programming, summer programs and programs for home-schooled children. There is also a current lack of arts facilities that are completely handicapped accessible. York County is also home to Winthrop University, South Carolina's premier arts university.

### Geographies

William's Farm is ideally located in pastoral land, but with easy access to the urban areas of Charlotte, Fort Mill, Clover, Gastonia and Rock Hill, all within a thirty-minute drive of William's Farm. The Charlotte metro area boasts a population over 1,000,000.

Because of easy accessibility and an urban dwellers' quest for outdoor activities, William's Farm is ideally situated for growth.

### Demographics

William's Farm will be in many ways, parallel the STARTS program, run through the South Carolina Department of Education at Winthrop University. Middle school and high school students can attend the three-week program as students in the public schools. The STARTS program cannot accommodate the present demand and is also not open to students who are in private schools or home-schooled. William's Farm will complement the STARTS program ( by providing a summer arts program for students unable to take advantage of the STARTS program).

York County Board of Disabilities and Special Needs focuses on medical needs of physically disabled children and adults. There are not, however, programs in place to help physically disabled people explore their artistic talents. William's Farm will partner with Artabilities, an organization that brings together Rock Hill Parks and Recreation and the York County Board of Disabilities and Special Needs to create an environment in which physically disabled people can participate in arts programs at William's Farm. There is a national program called Very Special Arts (VSA) for people with disabilities. There is not a strong VSA chapter in South Carolina. Artabilities will help fill the void that VSA has not filled in this area.



### Market Behaviors

Located in a rural community, William's Farm stands to gain a loyal community from the local constituents. Once they experience what the Farm can offer, they will remain loyal to the organization. Teachers will also share their positive experiences at William's Farm and loyalty will increase by word-of-mouth.

### Market Needs

In its first phase of development, a number of structures will be developed at William's Farm to accommodate a variety of media. Students will have access to studios fitted for painting, sculpture, pottery, photography, stained glass, silk screening and blacksmithing. Artists trained in these areas will be on hand to teach coursework in these areas. Programming will be based on successful accepted proposals submitted by artists working in any of these media from across the country. The variety and relaxed rural setting for these artistic endeavors is truly unique to the Charlotte area. Wheelchair accessibility will be provided to all events and workshop activities, including audience and performance areas for the performing arts. William's Farm's performing arts amphitheater will serve as the

antithesis of Charlotte's corporate Blockbuster Amphitheater, providing an informal setting for music, dance and film appreciation. The open framework provides an endless array of possibilities for creative programming.

### Market Trends

Winthrop University, located in Rock Hill near William's Farm, has long been known for its leadership in the visual and performing arts. The school continuously focuses on development of the arts and Charlotte residents are moving to this area in increasing numbers.

Magazines like *York County*, an alternative entertainment magazine, are becoming very successful. There is a growing need in the area for real participatory experiences that are non-electronic and in a natural environment. Research in 2002 by Robert Putman emphasizes that community engagement results in a creative environment and a coming together of ideas. Economic development is increasingly focusing on the regional development and William's Farm is positioned to become the epicenter of the region.

### Market Strategy

Once William's Farm has cemented its first group of artist teachers, the first year's programming will be developed. The Farm plans to then connect with public and private school visual arts teachers in the area. The Farm will provide each teacher with flyers who will send them home with students. There are two home school organizations that will also be contacted to disseminate information. This initial message will reach thousands of children. In addition, local media will be contacted regarding the opening of William's Farm for school programs.

As William's Farm develops programs and activities, the Arts Council of Rock Hill and York County and the South Carolina Arts Commission can be expected to help publicize information regarding these programs and activities. In addition, press releases will be sent to a variety of media outlets, including NPR (National Public Radio), local television news in both Charlotte and Rock Hill, the *Rock Hill Herald*, the *Charlotte Observer*, the *State* newspaper in Columbia, SC and other publications based in Charlotte, NC including *Creative Loafing*, the *Cultural Collage*, and the *Cultural Calendar*. Programs and activities will also be listed on local arts websites.

## FACILITIES

### The Center

The Center is an early 19<sup>th</sup> century house that serves William's Farm as the focus of all activities. The Center offers space for classes, receptions, and meetings. Additionally, The Center is the location of the William's Farm art gallery.

The Center also has a kitchen, bedroom, and a full bath for a resident visiting artist. Attached to The Center is a covered outdoor stage area (see Performing Spaces). The William's Farm Administrative Office is also located at the Center.

### Use of The Center

The space can be used by any member of William's Farm and can be contracted by other organizations and individuals for a variety of purposes.

### Maintenance of The Center

Clean up is responsibility of the person in charge of the event and will be completed following the event, whether it is a class, summer evening

performance, or gallery opening. The Center's Resident Artist will be responsible for basic cleaning and yard work as needed. All volunteers and staff will be familiar with the safety procedures of The Center such as location of fire extinguishers and cut-offs in the event of an accident or emergency (see Safety Procedures).

### Studios Proposed

William's Farm will offer studios for artists to use for creating and/or displaying their artwork. Two types of studios will be available - general studios and specialty studios. Visual artists, writers, and musicians could use the General Studios. The specialty studios will be constructed and equipped with certain artistic activities in mind.

### Studio Locations

The studios will be constructed in the vicinity of The Center. The arrangement of the studios in close proximity to The Center will create a village-like atmosphere. The studios can take on the character of each individual artist. For example, studios can be painted or landscaped by the artists.

### Studio Characteristics

The studios will differ in size depending on the needs and equipment of particular activities. There will be a minimum amount of extras in the studios

- water and electricity will be available - but bathroom facilities, food preparation areas, and sleeping quarters will not be included in the studio.

The studios will be designed for fair weather use. For the summer months all studios will be equipped with open windows, screened doors, and overhead fans. Some of the studios may have heat and air.

### Studio Use

All studios artists will have key access to The Center for bathroom, kitchen, and lounge areas.

### Artist Responsibilities

Studio artists will be encouraged to greet visitors to William's Farm. An open studio atmosphere is also encouraged. A Studio Handbook is being developed.

### General Studios

The following studios could be built at a future date to offer a variety of artistic experiences to the community. The studios would be small frame buildings, each equipped with sink, lighting, and electrical outlets, to be used by writers, musicians, or general studio artists.

### Blacksmithing Studio

Small but adequate for small to medium-sized work. Equipped with electricity, water, forge-anvil, hammers, and hand tools needed for small/medium projects.

### Framing Studio

Equipped with framing materials needed to produce framing for artwork: framing materials, saws, clasps, nails, etc. The Framing Studio will only be open to those with prior instruction.

### Silkscreen Studio

Equipped with four color presses suitable to print t-shirts and art prints of various sizes.

### Photography Studio

Equipped with materials needed to produce black and white photographs, such as enlargers, trays, sinks, etc.

### Sculpture Studios

Metal studio – equipped with welder, torches, and a variety of tools and equipment necessary to produce light to medium weight metal sculptures. Stone studio - equipped with hammers, chisels, grinders for working small to medium weight stone sculptures.

### Stained Glass Studio

Equipped with the materials necessary to complete small to medium-sized stained glass projects.

### Additional Studios

Other studios will be considered as interest expands and equipment becomes available. Some equipment and furniture may be available to be used in other studios such as tables, chairs, cabinets and easels.



## PERFORMING SPACES

### Center Stage

A covered performance area attached to The Center has electricity for lights and sound, and is to be used for acting classes, plays, or musical performances.

### Portable Stage Proposed

A portable stage is being designed for use for musical groups, theater, and dance. Performances will be open to the public, in an open space between the runways near the pond and picnic area. It will be possible to provide cover for the stage. The portable stage will have sufficient electrical power for sound equipment and lighting.

## FEATURES

### Nature trails

### Camping Areas

### Pond

### Sculpture Trail

The sculpture trail starts about 100 yards from the airport entrance to William's Farm (at Kingsbury Road and Highway 49). There is a large parking area also at this location for special events. The trail winds through the trees and wooded area surrounded by the airport for about a mile. Other features of the sculpture trail include the pond and the creek. The sculpture currently displayed on the trail was created by Winthrop University students. Other art institutions will be invited to join William's Farm in 2005. The work is on loan to William's Farm and may remain and become part of the permanent collection, picked up by the artist, or sold by the artist if a visitor to William's Farm is interested in purchasing one of the sculptures. An artist contract is being developed which explains the responsibilities of both William's Farm and the artist in reference to artwork on display.

Examples are as follows:

### Memorial Garden Proposed

William's Farm will have a garden dedicated to children and loved ones who have passed away or who are missing. The garden will be a place where people can visit to meditate and pay respect to their loved ones. Visitors will be able to place objects and plants in this space to

enhance the atmosphere and help them express their innermost feelings. A Memorial Garden Advisory Council will work with participants to ensure that items and plantings added to the Garden are appropriate.

### South Carolina Educational Garden Proposed

The *South Carolina Educational Garden* (SCEG) will be comprised of 5 to 10 acres surveyed to scale in the shape of the state of South Carolina. Visitors and school groups will learn about the history, geography, and native plants of the state of South Carolina as they walk along the Highway Trails. And state landmarks and native plants will be incorporated into the design.

SCEG will be laid out by surveyors and students. Signs will mark major landmarks, historical monuments, and plant life.

Examples are as follows:

Geography — highways and cities

Historical - Revolutionary and Civil War routes

Native Plants - Palmetto and peach trees

SCEG Funding - grants

SCEG Maintenance - staff and volunteers

SCEG Potential Collaborators

York County Parent Teachers Association

York County Master Gardeners Association

Clemson Extension Service

Local 4-H Clubs

South Carolina Native Plant Society

South Carolina Historical Society

Local Gardeners

Garden Clubs

Winthrop University - Departments of History and Biology

York Technical College – agricultural

SCEG will be used to by schools to teach South Carolina history, geography, surveying, math, landscape design, science and nature studies.

It will be used by the general public as a garden experience for viewing flowers and areas dedicated to bird watching and meditation.

## RECREATIONAL SPACES

Winthrop University's Department of Physical Education is conducting a study of William's Farm to make recommendations as to what forms of recreation could be integrated into William's Farm. This study will also assist with deciding how to maximize the use of the property at William's Farm.

The plan is to provide a family atmosphere where all members of a family can find an activity they enjoy when they visit William's Farm. Current activities include walking trails, picnic areas, camping areas, a fishing pond and a FAA-approved grass airport for sport flying.

### Ropes Course Proposed

There will be a ropes course where students from local schools can learn trust and build self-esteem.

Bumper Stickers

Advertisements in local media outlets

### Manuals and Contracts

Safety Manual

Artist Contract

Resident Artist Contract

## GOALS AND OBJECTIVES

### Membership Drive

William's Farm plans to implement a membership plan with different levels depending on donations and or participation.

Field Mice, Children that help get free membership

Volunteers, Free membership

Artists, Free

Barn Cats - \$25

Roosters - \$50

Farmers - \$100

### Marketing

Collaborations with local small businesses

The Herb Barn, for example

Bumper Stickers

Advertisements in local media outlets

### Manuals and Contracts

Safety Manual

Artist Contract

Resident Artist Contract

## RECENT EVENTS

Installation of sculpture by Winthrop students

Rock Hill Come-See-Me Festival participant (2 years)

Opening of The Center

Filming location for independent film *The Dragon Must Sleep*

*Spring Festival*

Establishment of the Sculpture Trail

## UPCOMING EVENTS

Winthrop University - Master of Arts in Arts Administration Seminar

Studio Raising - planned

Arts Classes - grant-funded

Completion of newest studio

Evening music concerts - proposed

Halloween Festival - planned

*Come See Me Festival* participant- planned

## GRANT AWARDS

In April 2005, William's Farm was awarded its first grant by the Arts Council of Rock Hill and York County in the amount of \$700 to assist with the costs of the summer 2005 arts classes.

## SUMMER CLASSES

Ceramics (hand-building)

Beginning Painting

## EDUCATIONAL PROGRAMS

William's Farm will work with local public schools, private schools, and home-school associations to provide programs to enhance required curriculum. The arts, science, math, writing, history, and nature are some of the subjects that can be incorporated into activities at W F.

## SAFETY PROCEDURES

All activities of William's Farm will be performed with a safety-first attitude. All volunteers/staff will be trained in what to do in the case of 26 various emergencies. All volunteers/staff will know the locations of fire extinguishers and telephones. A William's Farm Safety Handbook is being developed.

## TOBACCO AND ALCOHOL POLICY

Smoking is not allowed on the grounds of William's Farm. Beer and wine are permitted but only at alcohol-approved events. For example, at a children's event there will be no alcoholic beverages. At a gallery opening, wine and beer may be permitted.



## QUESTIONNAIRE

1. Please critique this booklet and offer your constructive criticism as to how we can make improvements.
2. What public needs should William's Farm strive to fulfill?
3. If you were interested in a studio, what size studio would you envision and for what purpose?
4. Please suggest organizations that William's Farm could possibly collaborate with or serve.
5. Do you know of any grants we could pursue that would further the mission of William's Farm?
6. What suggestions do you have for William's Farm?
7. How can William's Farm serve your needs or the needs of your organization?

## APPENDIX B: Agenda for the first group meeting for William's Farm

### William's Farm – In General

#### 1. Budget

##### Costs already incurred:

\$50 *Come See Me* application charge –

##### Future Costs:

##### Sculpture mailing

postage – 300 x .37 =

Printing – flyers, letterhead, envelopes, brochures, etc. - \$50

Letterhead/envelopes - \$20

Website - \$20 monthly (at least)

##### Juror Mailing

##### Board Members mailing

#### 2. Treasurer

Who will be the official WF Treasurer/Bookkeeper? *Lot of responsibility!*

-Keep receipts and invoices

-copies of checks

-Log of expenses/profits

This information will be needed for taxes and in order to apply for non-profit status

#### 3. Board

-How many on board?

-list of potential board members –

-letter to board members -

-Print letters -

-Sign letters –

-Deadline for letter to be mailed? \_\_\_\_\_

#### 4. Website

Website is a given – there must be a website

-web provider

-cost -

-design –

-logo

-address (www.williamsfarm.com)

*Should be in place by March 1<sup>st</sup>!*

## APPENDIX C: Pamphlet handout for Fall Exhibition 2005

**Come  
Join the  
Fun!!!**

**ARTIST  
COMMUNITY**



Phone: 803-684-6345

Email: [www.birdnest.org/larsenj](http://www.birdnest.org/larsenj)



**WILLIAM'S FARM**

7752 Charlotte Highway  
York, SC 29745

Phone: 803-684-6345

Email: [www.birdnest.org/larsenj](http://www.birdnest.org/larsenj)

**We  
Welcome  
All Artists  
and  
Art Lovers**

## APPENDIX D: Website update for Springtime Festival 2006

William's Farm - 7552 Charlotte Highway - York, SC - 29745

*In this update: Springtime Festival - Local Events - Artist Opportunities - Links*

### Springtime Festival – Sat. April 15

William's Farm is pleased to announce the 3<sup>rd</sup> Annual Springtime Festival Saturday, April 15, 2006!

### **Saturday, April 8 – Open House**

An introduction to William's Farm prior to the Springtime Festival with a sampling of what's to come the next weekend at the BIG Saturday of the Springtime Festival  
*psst! If you are an artist, musician, or performer - William's Farm needs more participants for the Open House on Sat. April 8, 2006.*  
Get in touch with William at [williamsfarmart@aol.org](mailto:williamsfarmart@aol.org) or 803-684-0986.

### **Saturday, April 15 – BIG Saturday**

The BIG Saturday of the Springtime Festival!  
William's Farm will host many exciting artists, musicians, and performances from 10 a.m. to 5 p.m.  
Music by Capital Culture...  
Caricature and sketch art by Jason Bunner...  
Theatre performances by Creative Actors Theatre and REAL (Real Entertainment Acting Live)...  
Henna Tattoos by Tammy Brown...  
Artwork by Nick Bloomberg, Merideth Berry, Liz Boulware, Frank Vickery, Shawna Foley, Lucas Rosin, and Emily Davis.

### Upcoming local events

**MUSICAL THEATRE – Fri. March 31 & Sat. Apr. 1 at 8 p.m. and Sun. April 2 at 2 p.m. – The Fantasticks** - Rock Hill Community Theatre – \$15 general admission / \$12 seniors

**THEATRE – Sat. April 1 - 8 p.m. & Sun. April 2 - 2 p.m. – Boston Marriage**, by David Mamet – Johnson Studio Theatre - Johnson Hall – Winthrop Univ. – Rock Hill, SC - \$5 w/ Winthrop ID, - \$10 for the general public

**MUSIC – Mon. April 3 - 8 p.m. – Guitar Ensemble** - Barnes Recital Hall - Conservatory of Music – Winthrop Univ. – FREE!

**MUSIC – Tuesday, April 4 - 8 p.m. – Jazz Voices / Chamber Singers** - Barnes Recital Hall - Conservatory of Music – Winthrop Univ. – FREE!

**THEATRE – Wed. April 5 - Sat. April 8 at 8 p.m. & Sun. April 9 at 2 p.m.**

*Much Ado About Nothing*, by William Shakespeare - Johnson Theatre - Johnson Hall – Winthrop Univ. - \$5 w/ Winthrop ID, - \$10 for the general public.

## APPENDIX E: Event planning basic time line

### EVENT PLANNING BASIC TIMELINE

Event – William's Farm Fall 2006 Fall Exhibition

Exhibition dates – Nov. 6 – Dec. 9, 2006

Opening Reception Date – Fri. Nov. 10 or 17, 2006

#### 6 months prior = May 17, 2006

- determine event type (*see detailed to-do list for each type of event\**)
  - gallery exhibition and opening
- Create a detailed event description/vision (*see example*)
- Review detailed to do list for gallery exhibition and opening
- Review grant possibilities = Arts Council of Rock Hill and York County
- Review *Artist Marketing Plan and Audience Marketing Plans*
- Review *Volunteer Recruitment Plan*
- Review *Meet and Greet Plan*
- Update website!

#### 5 months prior = June 17, 2006

- Determine grants to be applied for
  - Arts Council of Rock Hill and York County
  - Grant Deadline =
- Initiate *Meet and Greet Plan*

#### 4 months prior = July 17, 2006

- Start working on Grant Application(s)
- Continue
- Initiate *Volunteer Recruitment Plan*
- Initiate *Artist Marketing Plan (for obtaining artists/performers)*
- Discuss postcard mailing with artist
- Send e-mail notification

#### 3 months prior = August 17, 2006

- Submit Grant Application(s)
- Continue *Meet and Greet Plan*
- Continue *Volunteer Recruitment Plan*
- Continue *Artist Marketing Plan*
- Initiate *Audience Marketing Plan (for obtaining audiences)*

#### 2 months prior = September 17, 2006

- Continue *Meet and Greet Plan*
- Continue *Volunteer Recruitment Plan*
- Continue *Artist Marketing Plan*
- Continue *Audience Marketing Plan*
- Review *Grounds Plan*
- Review *Signage Plan*
- Order postcards - ?

## APPENDIX F: Artist Instructions - Sales, Display or Demonstrations

### ARTIST INSTRUCTIONS - Sell, Display, or Demonstrate

#### GENERAL

The Third-Annual Springtime at William's Farm Festival offers a variety of events including artist booths, musicians, performers, a gallery space, and a sculpture walking trail in the woods. Presented as an outdoor low-tech venue, the festival offers the opportunity for artists, musicians, and performers to share their talents with festival guests, children, and other artists.

#### DATES & TIMES

Scheduled events at the Springtime Festival will be Saturday, April 8 and Saturday, April 15 starting at 10 a.m. and ending at 4 p.m.

#### MARKETING

The 3<sup>rd</sup> Annual William's Farm Springtime Festival will be marketed in York, Clover, Lake Wylie, and Rock Hill by the following methods: print ads in newspapers, flyers, e-mail announcements, and on the William's Farm website ([www.williamsfarm](http://www.williamsfarm))

Hundreds of flyers will be distributed in numerous communities, organizations, and businesses in the above listed areas.

We encourage the use of your own promotional material and any unconventional marketing strategies in addition to the marketing conducted by William's Farm. We do ask that your own promotional materials display the William's Farm logo and that any such material be approved by William's Farm prior to distribution.

#### ARTIST PARTICIPATION

Artist can reserve a 10' x 10' booth to exhibit, sell, and/or demonstrate their artworks by completing and submitting the Artist Application form by Friday, March 31.

Booths are \$10 for one Saturday and \$15 for both Saturdays.

A table and two chairs will be provided in each booth.

#### ELIGIBILITY

Artists must be 18 years old or older.

Artists under the age of 18 will be considered after a legal guardian contacts William's Farm, completes the Artist Application on behalf of the underage artist, and agrees to be present along with the underage artist for the duration of the specified Festival participation time.

#### STANDARDS

All artwork must be handmade. No manufactured or imported items for resale will be allowed. Artists will be asked to list the items being sold, displayed, or techniques demonstrated on the Artist Application form.

#### ARTIST BOOTH LOCATION

Artist booths will be located on the lawn of The Center at William's Farm -

#### PARKING

After unloading vehicles, by 10 a.m. Artists must move vehicles to the designated artist parking area.

#### TAXES

Payment of any applicable sales or other taxes is the responsibility of the Artist.

#### BANNERS AND SIGNAGE

Uniform signs with the Artist's name, business name, and medium will be provided for each Artist to be attached to the tables.

Other signs and/or banners pertaining to the Artists' exhibits must be approved by William's Farm.

*continued on back →*

## APPENDIX C Artist Application - Sales, Display or Demonstrations

I do / do not give permission for photos of me, my artwork, or my booth to be placed on the William's Farm website.

## DISCLAIMER and INDEMNITY

- Weather
  - o The Festival will be held in the case of light rain.
  - o If weather is particularly bad (excessive downpour), you can call William's Farm at 803-684-6345 the morning of the Festival to confirm that the Festival will be held. William's Farm will contact registered artists by phone by 8 a.m. the morning of the Festival if weather appears to be threatening enough to cancel the Festival.
- Insurance
  - o The Artist agrees to provide insurance on his/her own property as he or she sees fit as his/her own expense.
- Liability
  - o Artist assumes all responsibility for loss, personal injury, and/or liability for any other damage to its property or merchandise and agrees to indemnify and hold harmless William's Farm and its staff, officers, and directors.
- Taxes
  - o Payment of any applicable sales or other taxes is the responsibility of the Artist.

ARTIST SIGNATURE\*

DATE

*\*Or legal guardian if musician(s)/performer(s) are under the age of 18. Additionally, the legal guardian(s) must contact William's Farm for additional information.*

Please enclose the Event Fee of \$10 for one Saturday or \$15 for both Saturdays (*check or money order only*) and mail along with completed and signed application form to:

William's Farm – Springtime Festival  
7552 Charlotte Highway  
York, SC 29745

[williamsfarmart@aol.com](mailto:williamsfarmart@aol.com)

DEADLINE for registration is Friday, March 31, 2006.

A confirmation letter will be mailed to you on Monday, April 3, 2006.



## APPENDIX G: Artist Application - Sales, Display or Demonstrations

ARTIST APPLICATION – Sell, Display, or Demonstrate  
(see also – INSTRUCTIONS - Sell, Display, or Demonstrate)

NAME \_\_\_\_\_ BUSINESS NAME (if applicable) \_\_\_\_\_

WEBSITE (if applicable) \_\_\_\_\_  
Would you like your website linked to the William's Farm web page? ☐ Yes ☐ No

ADDRESS \_\_\_\_\_

PHONE \_\_\_\_\_ CELL-PHONE \_\_\_\_\_ FAX \_\_\_\_\_

E-MAIL \_\_\_\_\_

Please select your choice (choose one):

- ☐ Saturday, April 8, 2006 – 10 a.m. – 4 p.m. - \$10  
☐ Saturday, April 15, 2006 – 10 a.m. – 4 p.m. - \$10  
☐ Both Sat. April 8 and Sat. April 15, 2006 – 10 a.m. – 4 p.m. - \$15

Artists agree to have their booth ready by 10 a.m. on the respective Saturday(s) and to exhibit for the duration of the day until 4 p.m. with no packing of artwork until 4 p.m.

Please choose your category (choose all that apply)

- ☐ Vendor (I will sell my artwork)  
☐ Demonstrate (I will demonstrate my creative process)  
☐ Display only (My artwork will be on display only – I will not sell art or demonstrate)

Electricity Needed (circle) Yes No

Any special needs: \_\_\_\_\_

### ELIGIBILITY

Artists must be 18 years old or older.

Artists under the age of 18 will be considered after a legal guardian contacts William's Farm, completes the Artist Application on behalf of the underage artist, and agrees to be present along with the underage artist for the duration of the specified Festival participation time.

### STANDARDS

All artwork must be handmade by the artist completing the application.

No manufactured or imported items for resale will be allowed.

Please list the items you will be selling, displaying, demonstrating (eg: paintings, wood, jewelry, printmaking, glass, ceramics/pottery, baskets, wood, sculpture, photographs, fiber, etc.)

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## APPENDIX H Musician/Performer Instructions • Musicians, Actors or Dancers

## SETUP/BREAKDOWN

Set-up time for Artist booths begins Saturday at 8 a.m. and must be completed by 10 a.m.

Artists can not break down booths before 4 p.m.

Artists can participate in either or both Saturdays.

All Artists will be responsible for removing all trash/debris from their booth space during breakdown.

## ELECTRICAL POWER

There are a limited number of Artist Booths available with Electrical power.

Please note your need for electrical power on the Artist Application form.

Electrical power is available on a first come, first served basis.

No generators will be allowed without written permission of William's Farm.

## CANCELLATIONS &amp; REFUNDS

- In the event that all booths have been rented when the Artist's application is received, your check/money order will be returned to you.
- No refunds after Monday, April 3, 2006.

## DISCLAIMER &amp; INDEMNITY

- Weather
  - o The Festival will be held in the case of light rain.
  - o If weather is particularly bad (excessive downpour), you can call William's Farm the morning of the Festival to confirm that the Festival will be held.
  - o William's Farm will contact registered artists by phone by 8 a.m. if weather appears to be threatening enough to cancel the Festival.
- Insurance
  - o The Artist agrees to provide insurance on his/her own property as he or she sees fit as his/her own expense.
- Liability
  - o The Artist assumes all responsibility for loss, personal injury, and/or liability for any other damage to its property or merchandise and agrees to indemnify and hold harmless William's Farm and its staff/volunteers, officers, and directors.
- Taxes
  - o Payment of any applicable sales or other taxes is the responsibility of the Artist.

## MORE INFO

For more information about the William's Farm Springtime Festival, check out the William's Farm website at:

[www.williamsfarm.org](http://www.williamsfarm.org)

You can also contact William's Farm

## APPENDIX H: Musician /Performer Instructions - Musicians, Actors or Dancers

### MUSICIAN/PERFORMER INSTRUCTIONS – *MUSICIANS, ACTORS, and DANCERS*

#### GENERAL

The Springtime Festival offers a variety of events including musicians, performers, artist vendors, and a sculpture walking trail in the woods. Presented as an outdoor low-tech venue, the festival offers the opportunity for musicians, artists, and performers to share their talent with festival guests, children, and other artists.

#### DATES & TIMES

Scheduled events at the Springtime Festival will be Saturday, April 8 and Saturday, April 15 starting at 10 a.m. and ending at 4 p.m.

#### MARKETING

The 3<sup>rd</sup> Annual William's Farm Springtime Festival will be marketed in York, Clover, Lake Wylie, and Rock Hill by the following methods: announcements in newspapers, flyers, e-mail announcements, and on the William's Farm website ([www.williamsfarm.org](http://www.williamsfarm.org)).

Hundreds of flyers will be distributed in numerous communities, organizations, and businesses in the above listed areas.

We encourage the use of your own promotional material and any unconventional marketing strategies in addition to the marketing conducted by William's Farm. We do ask that your own promotional materials display the William's Farm logo and that any such material be approved by William's Farm prior to distribution.

#### MUSICIAN/PERFORMER PARTICIPATION

Musicians, Actors, or Dancers can perform during the Festival by completing and submitting the Musician/Performer Application form by Friday, March 31, 2006.

#### ELIGIBILITY

Musician/Performer must be 18 years old or older.

Musician/Performer under the age of 18 will be considered after a legal guardian contacts William's Farm, completes the Musician/Performer Application on behalf of the underage artist, and agrees to be present along with the underage artist for the duration of the specified Festival participation time.

#### STANDARDS

Performers should keep in mind that children will be present at the Festival and material performed should be appropriate for an audience of all ages.

#### TIPS

Performer(s) can receive tips. Payment of any applicable taxes on tips is the responsibility of the Musician/Performer.

#### SALE OF CDs/DVDs

Vendor booths will be located on the lawn of The Center at William's Farm – 7552 Charlotte Highway / York, SC 29745. There is a fee for a vendor table - \$10 for one Saturday and \$15 for both Saturdays. (See Musician/Performer Instructions)

#### PARKING

Musicians/Performers will have reserved parking. Musician/Performer vehicles will not be allowed on the Festival grounds during the festival hours of 10 a.m. – 4 p.m. (see SETUP/BREAKDOWN)

#### SETUP/BREAKDOWN

Musician/Performer vehicles will not be allowed on the Festival grounds during the festival hours of 10 a.m. – 4 p.m. During these hours, unloading/loading of props, etc. will be restricted to the reserved parking area.

Musician/Performers can participate in either or both Saturdays.

Musician/Performers will be responsible for removing all trash/debris resulting from their performance space.

*Continued on back →*

## APPENDIX I Performer Application - Musicians, Actors or Dancers

### ELECTRICAL POWER

Please note your need for electrical power on the Performer Application form.

We will work to accommodate your electrical needs.

Please note that the Springtime Festival at William's Farm is an outdoor low-tech venue.

No generators will be allowed without written permission of William's Farm.

### DISCLAIMER & INDEMNITY

- Weather
  - o The Festival will be held in the case of light rain.
  - o If weather is particularly bad (excessive downpour), you can call William's Farm the morning of the Festival to confirm that the Festival will be held.
  - o William's Farm will contact registered artists by phone by 8 a.m. if weather appears to be threatening enough to cancel the Festival.
- Insurance
  - o The Artist agrees to provide insurance on his/her own property as he or she sees fit at his/her own expense.
- Liability
  - o Artist assumes all responsibility for loss, personal injury, and/or liability for any other damage to its property or merchandise and agrees to indemnify and hold harmless William's Farm and its staff/volunteers, officers, and directors.
- Taxes
  - o Payment of any applicable sales tax pertaining to the sale of CDs / DVDs or taxes applicable to tip income is the responsibility of the Performer.

### MORE INFO

For more information about the William's Farm Springtime Festival, check out the William's Farm website at:

[www.williamsfarm.org](http://www.williamsfarm.org)

You can also contact William's Farm

MUSIC	THEATRE	DANCE
Classical	Classical	Classical
Contemporary	Contemporary	Contemporary
Rock	Rock	Rock
Pop	Pop	Pop
Country	Country	Country
Bluegrass	Bluegrass	Bluegrass
Folk	Folk	Folk
World Music	World Music	World Music
Other	Other	Other

# APPENDIX I: Performer Application - Musicians, Actors or Dancers

## PERFORMER APPLICATION - MUSICIANS, ACTORS, or DANCERS (see also - INSTRUCTIONS - MUSICIANS, ACTORS, or DANCERS)

GROUP/INDIVIDUAL NAME \_\_\_\_\_ If a group, how many: \_\_\_\_\_

CONTACT PERSON \_\_\_\_\_ ALTERNATE CONTACT \_\_\_\_\_

WEBSITE (if applicable) \_\_\_\_\_  
Would you like your website linked to the William's Farm web page? \_\_\_\_\_ Yes \_\_\_\_\_ No

ADDRESS \_\_\_\_\_

PHONE \_\_\_\_\_ CELL-PHONE \_\_\_\_\_ FAX \_\_\_\_\_

E-MAIL \_\_\_\_\_

\*Please circle the days and times you would like to perform (choose all that apply):

<u>Saturday, April 8, 2006</u>	<u>Saturday, April 15, 2006</u>
11 a.m.	11 a.m.
12 p.m.	12 p.m.
1 p.m.	1 p.m.
2 p.m.	2 p.m.
3 p.m.	3 p.m.
Length of performance:	Length of Performance:

\*If your performance runs more than 45 minutes, choose consecutive time slots as needed.

Please choose your category:

MUSIC	THEATRE	DANCE
Group	Group	Group
Individual	Individual	Individual
Strolling	Strolling	Strolling
Stationary	Stationary	Stationary
STYLE (circle one)	STYLE (circle one)	STYLE (circle one)
Barbershop	Children's	American Folk
Bluegrass	Clown / Mime / Juggler	International
Children's	Character Improvisation	Modern
Country	Storyteller	Ballet
Classical	Comedy	Hip Hop
Jazz	Drama	Other:
Ethnic	Musical	
Folk		
Gospel/Spirituals		
Instrumental		
Old-time		
Popular/Rock		
R&B		
Vocal		
Other:		
	Other:	Please indicate if you use:
		Live Music Recorded Music

## APPENDIX J Class Registration Form - Summer 2005

Any special needs: \_\_\_\_\_

## PROGRAM

Please write a short description of your performance as you would like it to appear in the festival program and website.

I do / do not give permission for photos of me or my performance to be placed on the William's Farm website for publicity purposes.

Do you have a CD or DVD you would like to sell at the WF Springtime Festival? Yes No

- There is a fee for a vendor table. \$10 for one Saturday and \$15 for both Saturdays.
- We can set up a table for you to accommodate CD/DVD sales.
- Uniform signs with the performer's/group's name and genre will be provided for your table.
- Other signs and/or banners pertaining to the Performer CD/DVD sales must be approved by William's Farm.
- You will be responsible for your own CDs/DVDs. Please bring someone along who will sit at the table to sell the CDs and take care of the money.
- Payment of any applicable sales or other taxes is the responsibility of the Artist.

## ELIGIBILITY

Performers must be 18 years old or older.

Performers under the age of 18 will be considered after a legal guardian signs the Performer Application on behalf of the underage artist, contacts William's Farm, and agrees to be present along with the underage performer for the duration of the specified Festival participation time.

## TIPS

Performer(s) can receive tips. Payment of any applicable taxes on tips is the responsibility of the Performer.

## DISCLAIMER and INDEMNITY

- Weather
  - o The Festival will be held in the case of light rain.
  - o If weather is particularly bad (excessive downpour), you can call William's Farm at 803-684-6345 the morning of the Festival to confirm that the Festival will be held. William's Farm will contact registered artists by phone by 8 a.m. the morning of the Festival if weather appears to be threatening enough to cancel the festival.
- Insurance
  - o The Musician/Performer agrees to provide insurance on his/her own property as he or she sees fit as his/her own expense.
- Liability
  - o Musician/Performer assumes all responsibility for loss, personal injury, and/or liability for any other damage to its property or merchandise and agrees to indemnify and hold harmless William's Farm and its staff, officers, and directors.
- Taxes
  - o Payment of any applicable sales or other taxes pertaining to the sale of CDs/DVDs or tips is the responsibility of the Musician/Performer.

MUSICIAN/PERFORMER SIGNATURE\*

DATE

\*Or legal guardian if musician(s)/performer(s) are under the age of 18. Additionally, the legal guardian(s) must contact William's Farm for additional information.

Please mail completed and signed application form to:  
William's Farm - Springtime Festival

If you will be selling CDs/DVDs, please enclose the vendor fee of \$10 for one Saturday or \$15 for both Saturdays.

DEADLINE for registration is Friday, March 31.  
A confirmation letter will be mailed to you Monday, April 3, 2006.

## APPENDIX J: Class Registration Form - Summer 2005

**WILLIAM'S FARM**

7552 Charlotte Hwy. - York, SC -

**Class Registration form - Summer 2005**

Student Name \_\_\_\_\_ Age \_\_\_\_\_

Parent/Guardian Name \_\_\_\_\_

Address \_\_\_\_\_

Home Phone \_\_\_\_\_ Work Phone \_\_\_\_\_

Cell-phone \_\_\_\_\_

Additional Emergency contact Name \_\_\_\_\_

Phone # \_\_\_\_\_ Cell-phone \_\_\_\_\_

Class(es) signing up for:

\_\_\_\_\_ Cost: \_\_\_\_\_ Paid: \_\_\_\_\_ Paid: \_\_\_\_\_

\_\_\_\_\_ Cost: \_\_\_\_\_ Paid: \_\_\_\_\_ Paid: \_\_\_\_\_

\_\_\_\_\_ Cost: \_\_\_\_\_ Paid: \_\_\_\_\_ Paid: \_\_\_\_\_

## APPENDIX K: Liability Release

## LIABILITY RELEASE

William Childers, York, SC

Please read carefully. Each person participating in The Dragon Must Sleep martial arts film on the premises of William Childers must read and sign a form. Please make copies if necessary.

## LIABILITY WAIVER

I, the undersigned, acknowledge that I am participating in a martial arts film titled The Dragon Must Sleep that involves strenuous exercise and personal body contact. I understand that because of this there is always an inherent risk of injury that cannot be eliminated. I acknowledge that William Childers carries no insurance against injury, loss or damage to any of the participants, spectators or persons otherwise connected with this filming.

As a condition of being admitted to this martial arts film, I assume the risk of all injuries, losses and damages and do hereby hold William Childers harmless from any and all liability (including attorney's fees and costs) for all claims, actions or damages due to injuries, losses or damage suffered by me or caused to a third party by me during the course of The Dragon Must Sleep film production, or arising out of the activities of the filming session, or any other activities occurring on the filming premises or elsewhere.

For my own safety and that of other participants, I agree to conduct myself in a responsible manner and observe common sense safety. Additionally, I am fully aware of my personal medical condition and hereby certify that I am mentally and physically fit to participate. I certify that I have read, understand and agree to the conditions of this Liability Release.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Print Name: \_\_\_\_\_

Phone Number: \_\_\_\_\_



## APPENDIX L: Volunteer Application



7552 Charlotte Hwy. (SC 49)  
York, SC 29745

**Next Scheduled Event**

Studio Raising - May 2005

In the Amish tradition of a barn raising,  
WF volunteers and artists will work together  
to construct the newest WF studio!

**Volunteer Application**

William's Farm Arts Center is currently looking for volunteers to assist with events for Spring 2005.  
**Volunteers attend events for free!** Contact William Childers at \_\_\_\_\_ for more information.  
This form can be mailed to William's Farm - 7552 Charlotte Highway - York, SC 29745.

The small print: Attendance - We depend on your commitment to participate. Your presence and prompt arrival for your scheduled shifts are absolutely necessary. If your schedule must change, or if you have an emergency, please contact us to let us know! Thank you.

Name \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

Evening Phone \_\_\_\_\_ Day Phone \_\_\_\_\_

Cell Phone \_\_\_\_\_ Fax \_\_\_\_\_

Email \_\_\_\_\_ Preferred method of correspondence \_\_\_\_\_

\_\_\_\_\_ I am a student at \_\_\_\_\_ I am studying \_\_\_\_\_

\_\_\_\_\_ I am a teacher at \_\_\_\_\_ I teach \_\_\_\_\_

\_\_\_\_\_ I am currently certified in CPR \_\_\_\_\_ I am qualified in \_\_\_\_\_

I prefer to volunteer for:

\_\_\_\_\_ Weekday mornings \_\_\_\_\_ Weekday afternoons \_\_\_\_\_ Weekday evenings  
\_\_\_\_\_ Weekend mornings \_\_\_\_\_ Weekend afternoons \_\_\_\_\_ Weekend evenings

Of those selected, which days of the week/times are best for you to volunteer \_\_\_\_\_

**Volunteer Opportunities****Art Center Building maintenance**

\_\_\_\_\_ Cleaning  
\_\_\_\_\_ Painting  
\_\_\_\_\_ Other as needed

**Events**

\_\_\_\_\_ Parking  
\_\_\_\_\_ Ticket Sales  
\_\_\_\_\_ Stage Setup

**Publicity**

\_\_\_\_\_ post flyers at local businesses  
\_\_\_\_\_ create signage for events

**Grounds (mowing, landscaping, etc.)**

\_\_\_\_\_ Arts Center  
\_\_\_\_\_ Sculpture Area  
\_\_\_\_\_ Walking Trails  
\_\_\_\_\_ General Cleanup  
\_\_\_\_\_ Other as needed

**Construction**

\_\_\_\_\_ Artist Studios  
\_\_\_\_\_ Stage  
\_\_\_\_\_ Other

Other \_\_\_\_\_

**Directions:**

- Drive down Cherry Rd. towards Winthrop University.
- Turn RIGHT onto Oakland Avenue.
- At the stoplight, turn LEFT onto Ebenezer.
- Turn LEFT onto Hwy 161.
- Turn RIGHT onto Parham Road.
- Turn RIGHT onto Charlotte Highway (SC 49).
- William's Farm is located at 7552 Charlotte Highway.

(turn over)



**Tell us about yourself. What are you interested in?**

ex. Art, sculpture, music, theatre, dance, landscaping, education, nature studies, public speaking, children's activities\*, public relations, etc.

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**What previous experience do you have that you are willing to assist William's Farm with?**

Ex. Writing, painting, building maintenance, music, office support, web design, customer service, accounting, etc.

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**How can we make your volunteering experience better?**

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**Tag Team volunteering: Is there another volunteer with whom you would like to volunteer with? Who?**

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### Volunteer Policy

**William's Farm Visual and Performing Arts Center agrees to the following understanding with volunteers:**

- Volunteers are essential to the purpose and events of William's Farm.
- Volunteers will receive adequate preparation for their responsibilities, work in an environment where they feel valued and appreciated, and receive respectful treatment.
- In exchange for their time, volunteers will free admission to William's Farm events.
- Volunteers will receive a volunteer button. T-shirts are in the works.
- The service of any volunteer is accepted at the discretion of the organization.

**The volunteer agrees to the following understanding with William's Farm**

- I will complete and submit a Volunteer Application Form.
- I understand the policies and procedures of the Festival as written here.
- I will attend a short, job-specific orientation session.
- I will complete my volunteer assignment in a satisfactory way (show up on time for shifts, stay the required duration, wear my volunteer button while on shift, and treat other volunteers, staff, performers, and Farm patrons with respect.)
- I will notify the appropriate person(s) if my availability changes from that indicated on my application form or after my assignment has been finalized.
- I will abide by the policies of William's Farm, including, but not limited to; zero tolerance for use of controlled drugs and alcohol, and for harassment of any kind. I agree that William's Farm may decide to terminate my relationship with the Farm at any time.

\*Background checks may be conducted for individuals working directly with children

**The legal stuff - Release:** Applicant's signature on this application releases and forever discharges William's Farm and all sponsoring organizations, their elected officials, directors, employees, agents, volunteers, and Board of Directors from any responsibility, personal liability, or claims of loss or damage arising out of or in conjunction with participation in events of William's Farm. William's Farm is not responsible for any injury sustained by volunteers, patrons, or guests.

signature

date